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Tools for Regeneration of the Urban Landscape Social Enterprise as a Link between People and Landscape

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Abstract

Urban Landscape constitutes a social, cultural and economic asset defined by a historical overlapping of values produced by cultures, tradition and experiences recognizable in their diversity and that have occurred overtime. It represents a key resource for economic development, social cohesion, and liveability in urban areas – and it is an element that can counter unchecked development that critically affects community values and can negatively affect urban quality of life. The Historic Urban Landscape (HUL) Approach “identifies, assesses, protects and manages” urban areas, considering the mutual relation among their physical shapes, spatial organisation, links, natural characters, social, economic and cultural values, variety of stakeholders and different levels of action (UNESCO, 2011). In order to respond to chapter IV of the UNESCO recommendation – asking for tools to make operative this approach – this paper identifies and analyses tools for investigating the social and economic dimensions, dealing with themes such as urban governance and new models of innovative entrepreneurship that encourage and support the protection of the urban landscape and its sustainable development. The methodological approach developed starting from a definition of objectives and indicators derived from the UNESCO recommendation, represents a comparative analysis of some socio-economic tools by means of a performance matrix. The first result of this on-going work is the identification of the social enterprise as an effective socio-economic tool in support of the regeneration of the urban landscape, capable of responding in a satisfactory way to the requests of UNESCO within the wider framework of sustainable development, principally thanks to its capacity to construct new relationships among people as well as between people and the urban landscape.

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1. Processing socio-economic tools to make operative the HUL Approach

Unchecked urban development – due to liberalization, decentralization of global market, exploitation of heritage and climate changes – involves manifestations of social and spatial fragmentation that mean high rates of urban density, lack of public spaces, increasing poverty, social exclusion and environmental vulnerability (Bauman, 2001; Bollens, 2012; Esposito De Vita, 2014; Latouche, 2010; N. Porter, 2014; Sassen, 1991). This process, recognised as “Urban Decay”, is negatively affecting social values and health of the cities. The HUL approach promoted by the UNESCO aims at managing these effects to ensure well-being of communities and the protection of the urban heritage (Fusco Girard, 2013; Poullos, 2014; UNESCO, 2011; Veldpaus & Pereira Roders, 2014). It proposes to make relevant the current model of urban regeneration by considering the protection of urban heritage within urban policies and practices at national, regional, local, public and private levels, through the wider involvement of stakeholders and the usage of urban landscape values to balance natural and cultural dimensions of the cities. One of the main objectives of the UNESCO is to operationalise this approach by identifying and testing of tools both traditional and innovative, and strictly rooted in the context in which they have to be utilized. The UNESCO recommendation channels the research towards four typologies of tools: “Civic Engagement”, “Knowledge and Planning”, “Regulatory Systems” and “Financial”. The research presented here aims at identifying and studying tools related to civic engagement and finance focusing on urban governance and new models of innovative entrepreneurship under the umbrella concept of human relations.

The “urban landscape” – considered as a dynamic organism – “comprises three main categories: monumental heritage of exceptional cultural value; non-exceptional heritage elements but present in a coherent way with a relative abundance; new urban elements to be considered (the urban built form; the open space: streets, public open spaces; urban infrastructures: material networks and equipment)” (UNESCO, 2011). Specifically, the HUL approach, “moves beyond the preservation of the physical environment and focuses on the entire human environment with all of its tangible and intangible qualities. It seeks to increase the sustainability of planning and design interventions by taking into account the existing built environment, intangible heritage, cultural diversity, socio-economic and environmental factors along with local community values. The HUL is the result of the layering and intertwining of cultural and natural values over time. Besides the notion of “historic centre”, it includes the broader urban context and its geographical setting. The layer overlapped are: cultural practices, infrastructures, built environment, diversity and identity, geomorphology, urban structure, economic processes, topography, open space, social values, hydrology” (UNESCO, 2011). This approach considers the urban landscape with its tangible and intangible components the key resource to improve urban quality and liveability, to pursue economic development and social cohesion in a constantly changing global context. In particular, the UNESCO recommendation calls for an integration of urban heritage protection strategies within the wider framework of sustainable development objectives.

The theoretical-methodological approach developed starting from a definition of objectives and indicators derived from the UNESCO recommendation, represents a comparative analysis of some socio-economic tools by means of a performance matrix. The first and second phases, which regarded the study of the UNESCO recommendation within the framework of sustainable development as well as a review of literature on theories, policies and practices on traditional and innovative tools in the urban field, have constituted the basis for construction of selection criteria and indicators through which to analyse selected tools. A comparative analysis has been applied in order to assess the performance of different tools as requested by UNESCO in 2011. For each tool a “sustainability profile” has been defined (Fusco Girard & Nijkamp, 2004), which is shown graphically with a “spider diagram” (Fusco Girard, 1997). The tool of social enterprise has emerged as the most effective in responding to the UNESCO request due to its capacity for building new relationships and sustainable urban regeneration dynamics both in social and financial terms, satisfying the four dimensions of sustainability homogeneously and with above average results. Research perspectives include a more in-depth analysis of the social enterprise through a theoretical study of its applications in different geopolitical contexts and a testing phase of fieldwork. The future objective is to build an evaluative model to assess the impact of social enterprise on the urban landscape.

Following this introduction, §2 describes the role of relations within the urban landscape and leads to the definition of the survey field, comprised of traditional and innovative tools of urban regeneration; §3 includes the theoretical-methodological approach regarding the comparative analysis and results; §4 collects preliminary general

conclusions of this ongoing research focusing on potentialities of the social enterprise as tool for operationalizing HUL approach.

2. Relationships for the Urban Landscape. Tools for the Urban Regeneration

In the most innovative theories on urban regeneration (Carmona, 2014; Gaffikin, Mceldowney, & Sterrett, 2010; Gehl, 2010; Samson, 2011), the “regenerative city” (Girardet, 2014) is characterised by relationships and linkages among inhabitants, between inhabitants and ecosystems, and between socio-economic and ecological systems (Fusco Girard, 2014). In degraded contexts, this model relies on landscape for the reconstruction of local economies, as the engine for new economic dynamics. The idea of urban regeneration through the regeneration of the landscape is consolidated, actually it has been observed that exists a correspondence between specific shapes of organisations with specific typologies of landscapes and that a specific landscape constitutes an opportunity (Aldrich & Zimmer, 1986). The richness of the landscape is identified with the degree of the relationships and for its dynamism.

In order to develop a deeper analysis on the landscape, we consider one of the current interpretations of the HUL, the “Complex Urban Landscape” (Fusco Girard, 2014) that consists of combinations and interactions between six categories of landscape: Natural Landscape; Infrastructural (man-made) Landscape; Cultural (man-made) Landscape; Social Landscape; Human Landscape; Financial Landscape. The character and identity of a city is measured through intensity and level of combination between these six landscapes. The ability to conserve or attract innovative activities depends on the quality of landscape and in particular on the Social Landscape that includes relations, linkages and synergies embodied human scale (Kunzmann, 2010).

Regarding the enhancement of the city, it is a consolidated idea that is possible to develop a new landscape and regenerate existent landscape through entrepreneurship (Aldrich & Zimmer, 1986). In that sense landscape and entrepreneurship have many elements in common: both are characterized by a dynamic process, and both need relationships and linkages among different components of the process. This concept confirms entrepreneurship embedded in the social and urban context of the city, “channelled and facilitated or constrained and inhibited by people’s positions in social networks” (Aldrich & Zimmer, 1986:4).

In the contemporary city, complex relationships coexist among civil society, institutions, and privates as well as among different roles and powers. If these were managed poorly, they could produce a lower capacity in cooperating and managing resources. These issues divert or restrain development trajectories of the HUL approach for the historical city. The local community, which produces the landscape and belongs to it, is the core element of the HUL approach. Without the local community it is not possible to understand the links and interdependencies between tangible and intangible heritage; it is not possible to manage changes effectively. If the object-based conservation is in general guided by the experts and the responsibility lies with the relevant authorities (Poullos, 2014; Veldpaus & Pereira Roders, 2014), the HUL approach returns to local communities, which play a central role in the management of landscape, by recognizing their primary responsibility for the conservation and development. Based on these considerations, the interaction between local community and experts is a prerequisite for implementing the UNESCO Approach. The participatory approach to the landscape produces symbiotic cooperation between the various parties responsible for the preservation of values. Cultural diversity and the common belonging become the basis for the creation of new management models, based on new circular links, in which the various parties benefit from each other, creating a new attractiveness of the landscape, which in turn promotes economic investment, contributing to a new local development which in turn contributes to the human scale of development (Fusco Girard, 2012).

As already anticipated, this research investigates tools related to civic engagement and finance; the UNESCO recommendation (chapter IV) recall them to pursue specific objectives: inter-sectorality among operators, listening of community and framing its demand, protection of the urban landscape, facilitating dialogue and conflict solving, new shapes of employment, private investment at local level, innovative and flexible economic tools.

Starting from these objectives, criteria have been formulated to select tools: first scope regards consolidated urban regeneration programmes investigated with a specific focus on public-private partnership more used in Anglo-Saxon contexts (Bevilacqua & Trillo, 2012; Calabrò & Della Spina, 2014; Dyer, 2012; Ricci & Valentino, 2012); second scope explores economies based on the social value (Bozeman, 2007; M. E. Porter & Kramer, 2011) that aim

to gain a profit from human relations to generate social and economic value such as “Sharing Economy”, “Innovative Entrepreneurship and Business models” and “Innovative Management and Financial models”. Selected tools indicated with “Tn (n=1-15)” are shown in the following Table 1.

Table 1. Selected Socio-Economic Tools

Scope	Sector	Tool
Urban Regeneration Programmes	Public-Private Partnership	T1. Business Improvement District (BID)
		T2. Community Development Corporation (CDC)
		T3. Main Street
		T4. Transit Oriented Development (TOD)
		T5. Natural Shopping Centre
		T6. New Deal for Communities
Economy of the Social Value	Sharing Economy	T7. Collaborative Platform
	Innovative Entrepreneurship and Business models	T8. Cooperative Community
		T9. Cooperative Enterprise
		T10. Social Enterprise
	Innovative Management, Organisation and Financial models	T11. Crowd-funding
		T12. Microfinance/Microcredit
		T13. Participatory Budget
		T14. Deliberative Forum
		T15. Local Governance Laboratory

3. Comparative analysis assessing performance of selected tools

After reviewing the literature and studying selected practices, this work is proceeding forward with a comparative analysis, assessing various levels of performance corresponding to selected tools regarding the UNESCO recommendation on the HUL approach. According to the Fusco Girard set of criteria and indicators developed to evaluate economic, social, environmental and cultural resilience (Fusco Girard, 2011) – able to demonstrate specific objectivities related to innovation and creation of economic value, density of relations, landscape protection, participation and management of cultural heritage – a set of indicators responding to the UNESCO request (UNESCO, 2011) has been derived. Table 2 presents indicators that have been selected so far as “In (n=1-20)”.

Table 2. Selected dimensions and indicators

Dimension	Indicator
Economic	I1. Regeneration of economic activities (economic value invested in innovative activities) (%/year)
	I2. Density of network among organisations (voluntary agreements, PPP) (n/year)
	I3. Economic variations within social sector (testing and pilot projects within social market) (n/year)
	I4. Marketing and territorial promotion interventions (n/year)
	I5. Credit facility for no-profit organizations (n/year)
Social	I6. Increasing of employment rate (%/year)
	I7. Listening and rising awareness campaign (n/year)
	I8. Self-organised experiences (participatory processes) (n/year)
	I9. Involvement in third sector activities (education, health, housing, civil economy) (n/year)
Environmental	I10. Increasing of collective spaces (n/year)
	I11. Decreasing of CO ₂ emissions (%/year)
	I12. Protection/enhancement of green space (tree planting, green roofs and facades) (n/year)
	I13. New infrastructures and facilities (n/year)
	I14. Reuse and recycle of buildings and abandoned places (n/year)
Cultural	I15. Interventions to enhance urban quality (n/year)
	I16. Interventions of Urban Heritage protection (identity and sense of place) (n/year)
	I17. Number of associations, NGOs, charities (n/100.000 inhabitants)
	I18. Promotion and cultural events (n/year)
	I19. Level of perceived security (%/year)
	I20. Awards and acknowledgments (n)

For each tool a “sustainability profile” (Fusco Girard & Nijkamp, 2004) has been defined through the examination of results achieved for the four dimensions of sustainability. This attribution system is based on a

critical reading of literature and urban practices as well as a scientific debate carried out among experts to merge together complexity of the UNESCO request, sustainability framework and urban practices within different geopolitical contexts. Tools are intended as support for the pursuing of the UNESCO request and corresponding performance has been evaluated for each indicator considering direct effects of tools in achieving objectives. The value of indicators has been expressed with an evaluation scale able to make visible the related performance level “Xn (n=1-5)” (0 = of no use; 1 = very low; 2 = low; 3 = medium; 4 = high; 5 = very high) (Nijkamp, Rietveld, & Voogd, 1990; Zeleny, 1982). Thanks to this method has been possible to construct a matrix “Xit (15*20)” to compare different tools (De Rosa & Di Palma, 2013). In the following Table 3 are shown specific scores, total scores and rankings achieved by each tool.

Table 3. Performance Matrix

Indicators	Selected Tools														
	T1 BID	T2 CDC	T3 Main Street	T4 TOD	T5 Nat. S. C.	T6 NDC	T7 Collab. Pl.	T8 Coop. Com.	T9 Com. Enter.	T10 Social Ent.	T11 Crowd-fun.	T12 Microcr.	T13 Part. Bud.	T14 Del. Forum	T15 L. Gov. L.
I1. Investment in innovative activities	2	4	2	2	2	3	3	3	3	4	4	4	3	3	3
I2. Density of network organisation	5	5	4	4	4	5	4	4	5	5	3	3	4	3	5
I3. Social market	2	4	1	0	3	2	5	4	4	5	5	4	2	2	3
I4. Territorial Marketing	5	4	5	1	5	3	4	2	2	5	5	2	2	2	5
I5. Credit facility for no-profit sector	1	4	3	0	3	3	2	3	4	4	3	4	3	2	2
I6. Increasing of employment tax	3	4	3	2	2	4	3	4	3	5	3	4	3	3	2
I7. Listening awareness campaign	2	4	3	1	3	2	4	3	5	4	4	2	4	5	5
I8. Self-organised experiences	2	4	3	1	4	2	5	4	5	3	4	3	3	4	5
I9. Involvement in third sector	3	4	3	1	3	2	4	4	5	5	4	3	3	3	4
I10. Increasing of collective spaces	2	3	1	3	3	3	3	3	4	4	2	2	4	3	4
I11. Decreasing of CO2 emissions	2	2	3	5	2	2	4	2	2	3	3	2	4	4	4
I12. Protection of green space	4	3	4	3	3	3	4	2	2	4	3	2	4	4	4
I13. New infrastructures and facilities	2	4	2	5	3	3	5	3	4	5	3	3	5	5	5
I14. Reuse of places and buildings	3	4	5	5	3	3	2	3	3	5	4	3	3	4	3
I15. Interventions for urban quality	5	4	5	3	5	4	5	3	3	5	4	3	4	4	4
I16. Urban Heritage protection	3	4	5	3	3	3	4	2	2	5	5	3	3	4	5
I17. Associations, NGOs, etc.	1	4	3	1	2	2	3	3	5	5	1	3	3	3	4
I18. Promotion and cultural events	4	3	4	1	4	2	4	2	3	4	5	2	3	4	4
I19. Level of perceived security	5	4	4	4	5	5	3	3	3	4	3	3	3	3	3
I20. Awards and acknowledgments	3	3	4	2	3	1	4	3	3	4	5	3	1	3	3
Ranking and total score	11 (59)	4 (75)	8 (67)	12 (47)	8 (65)	11 (58)	3 (75)	10 (60)	6 (70)	1 (88)	5 (73)	11 (58)	9 (64)	7 (68)	2 (77)

Below we discuss the results:

- By not having relevant values of no use and very low, analysis has confirmed that the selection of tools is suitable with the UNESCO request.
- Tools selected as consolidated programmes of urban regeneration (T1-T6) didn't show homogeneous values – Community Development Corporation (CDC, T2) is forth and Transit Oriented Development (TOD, T4) is twelfth in the standings. All six tools have registered low score regarding “I1-Investment in innovative activities” and high score regarding “I2-Density of network organisation” – core of the partnership tool. Social dimension has been developed with medium and high performance values; TOD showed three values very high explaining its objectives in reducing pollution and increasing public transport (I11 and I13). Cultural dimension has been developed heterogeneously; only CDC and Main Street (T3) have developed medium and very high performance values.
- Collaborative Platform (T7), resulted third for performance values, has registered all values as over medium, satisfying globally the four dimensions of sustainability.

- Innovative entrepreneurial tools (T8-T10) have registered different performance levels: Social Enterprise is first in the standings with a total score of 88, Community Enterprise is sixth and Cooperative Community is tenth. Analysis of economic and social dimensions has shown performance from medium to very high while analysis of environmental and cultural dimension has shown low values for T8 and T9; T10 has registered high and very high values in all dimensions.

Crowd-funding (T11) shows a higher performance in the economic dimension than other tools of Innovative Management and Finance (T11-T15) both for its social component within market and initiatives of urban promotion; other tools have registered values from low to very high. Regarding social dimension they have homogeneously registered medium results with a peak of very high values of Local Governance Laboratory (T15) – classified second with a score of 77. Environmental dimension has made a separation amidst performance results, Crowd-funding and Microcredit (T12) have registered values from low to high while Participatory Budget, Deliberative Forum and Local Governance Laboratory (T13-T15) from high to very high. Analysis of cultural dimension has registered heterogeneous values comprehensively over medium value only for T14 and T15. The four tools that have achieved higher performance profiles were Social Enterprise, Local Governance Laboratory, Collaborative Platform and Community Development Corporation. As below is shown a reading of results through “Spider diagrams” (Fusco Girard, 1997), (Fig. 1).

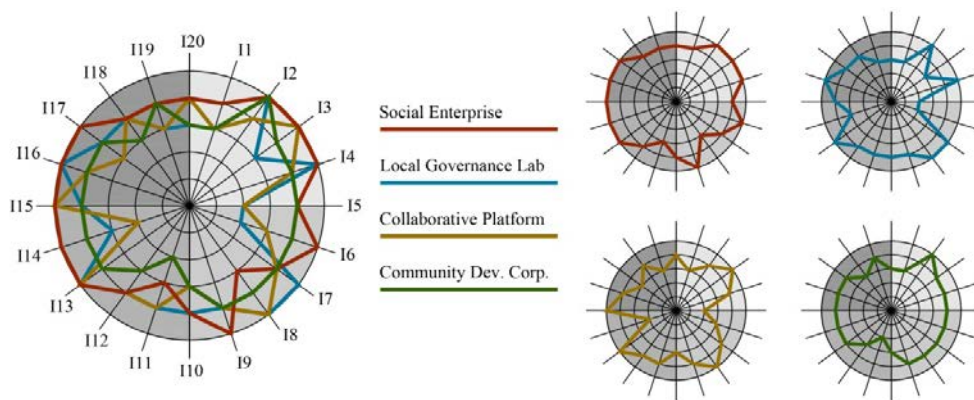


Fig. 1. Representation of four higher performance

4. The Social Enterprise as effective tool for the regeneration of the Urban Landscape

Reading the complexity expressed by overlapping layers of the HUL is a challenge for planners, economists and sociologies – elements to be considered to contribute to the HUL approach are various and interconnected. For this reason the choice of an evaluative method as a support in planning and processing (Cerreto & De Toro, 2012) – comparative analysis through sustainable profiles – has been developed thinking on the specific complexity of the urban landscape. The sustainable profile application gave the opportunity to merge together objectives for the HUL approach, sustainability framework and studied urban practices. The selection phase of indicators has stimulated – in an iterative process of methodology development – a more in-depth theoretical and practical studies on tools and their application with the purpose of identifying elements and useful data for the analysis. This approach, derived from comparative analysis of some European capitals (De Rosa & Di Palma, 2013), was satisfying in achieving this first step of analysis that shows the social enterprise to be as an effective tool.

The use of the social enterprise as tool for the regeneration of the urban landscape was born from recent English researches (Bailey, 2012; Somerville & McElwee, 2011). It has been observed that social enterprises have local objectives oriented to the involvement of the community in the urban regeneration processes (Le Xuan & Tricarico, 2013). Strategies used by social enterprise are intimately linked to the concept of sustainability because they operate in terms of: shared well-being, income opportunity, job creation, development of capacity building, high

environmental quality, mediation in conflict conditions through reinforcement of local network of constituted by community, institutions and private bodies (Le Xuan & Tricarico, 2013). Furthermore, “Many governments around the world encourage community-based and social entrepreneurship because of its ability to transform society. [...] Social entrepreneurship provides an opportunity for society, individuals, corporations, organizations and the government to address any unmet social issue” (Vasi, 2009 in Ratten & Welp, 2011:283).

One key element of the social enterprise intended as tool for the regeneration of urban landscape is the strong linkage with local objectives. There is no strict protocol, but often the development phases of social enterprises depend on different contexts where they are generated and actor network around them. Even more a symbiotic relationships has been established between people and organisations. For this reason, different levels of social and community-based entrepreneurship are linked between them through social value built from the community that guarantees the growth and development. The community, composed by linkages between people and organisations, affects the ability of entrepreneurial initiative (Ratten & Welp, 2011). Social networks are the access points for economic, knowledge and development opportunities, their nature of network reduces the risk because they have a common objective – collaborative dimension is very strong (Misztal, 2002), which makes relationships and leads towards the achievement of enterprise and its good result.

Defining elements of the social enterprise, such as attention to the landscape, a propelling entrepreneurial capacity and a dedication to human relations, will be the starting point to test this tool in different urban contexts.

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